

# Index

## Entries are by paragraph numbers unless page is specified

54th Massachusetts Regiment, page 1-8  
555th Parachute Infantry, page 4-12

### A

AAR, 4-46  
    Four Parts, 4-47  
Abrams, GEN John N., pages 1-22, 3-5  
Abstract of Infantry Tactics, 1-9  
Afghanistan, 1-41, pages, 1-3, 1-21  
Al Qaeda, 1-41  
Alcohol and Drug Control Officer, B-5  
Adjutant, 1-10  
American College Test (ACT), 1-71f  
American Revolution, 1-3- 1-6  
ANCOC, 1-63  
Army Birthday, page 1-1  
Army Counseling Program, 5-8  
    Effective 5-8  
    Four Elements, 5-8  
    Characteristics of Effective  
    Counseling, 5-7 (fig 5-1)  
    Assess the Plan of Action, 5-10  
Army Career and Alumni Program,  
    (ACAP) B-2  
Army Community Service (ACS), B-15  
Army Continuing Education system  
    (ACES), 1-71, B-4  
Army Correspondence Course Program  
    (ACCP), 1-71j  
Army Emergency Relief (AER), B-8  
Army Knowledge Online (AKO), 1-71b,  
Army Leadership, 3-4  
Army Leadership Framework, 3-43 (fig  
    3-1)  
Army Programs, B-1  
    Transition Assistance, B-2  
    Equal Opportunity/Equal  
    Employment Opportunity  
    (EO/EEO), B-3  
    Education, B-4  
    Army Substance Abuse Program  
    (ASAP), B-5--B-7  
    Army Emergency Relief (AER),  
    B-8

Army Regulation (AR) 600-20, B-3  
Army Regulation (AR) 600-85, B-8  
Army Regulation (AR), 690-600, B-4  
Army Training and Education Program,  
    1-59 (fig 1-1)  
Army Transformation, 1-48  
Army Values, 1-50 -- 1-58  
Army Women, 1-28  
Ashley, SFC Eugene, page 1-15  
Assessments, 4-42  
    Leader, 4-42  
    Unit, 4-43  
    Tools, 4-45  
        Leader Book, 4-45  
        Battle Rosters, 4-45  
Army Training Requirement and  
    Resources System (ATRRS), 1-71a  
Authority, 2-19-- 2-21  
    Types, 2-21  
    Command 2-22- 2-23  
    General Military, 2-24-- 2-26  
    Delegation of Authority,  
    2-27-- 2-31  
    Types of Sources, 2-27-- 2-29

### B

Badge of Military Merit, 1-7  
Backbone of the Army, 2-46, F-10  
Bainbridge, SMA William G., page 5-18  
Balkans, The, 1-40  
Basic Noncommissioned Officer Course  
    (BNCOC), 1-61  
Battle Drills, 4-40  
    Characteristics of, 4-40  
Battle Focus Training, 4-4  
Battle Staff Course (BSC), 1-34  
Be, Know, Do, 3-6-- 3-32  
    Be, 3-7-- 3-9  
    Know, 3-10-- 3-19  
    Do 3-20-- 3-32  
Benavidez, MSG (USA Ret) Roy  
    (MOH), page 3-8  
Better Opportunities for Single Soldiers  
    (BOSS), B-14

Blue Book, 1-3  
BNCOC Automated Reservation System  
(BARS), 1-62  
Bradley, General of the Army Omar N.,  
page 1-24, 3-33  
Brown, Sergeant William, page 1-5  
Buffalo Soldier, page 1-9  
Sergeant George Jordan, page 1-9

## C

C Co. 3-504th PIR, page 3-16  
Camp Bondsteel, page 1-7  
Career Management Field (CMF), 1-71f  
Carney, Sergeant William H., page 1-8  
Center for Army Lessons Learned  
(CALL), page 4-17  
Chain of Command, 2-20, 2-28, 2-35,  
2-39, 2-48, 2-50, 2-53, 4-7, 4-19,  
4-35, 5-15, 5-21, pages 3-7, 3-9,  
3-10  
Character, 3-6-- 3-7  
Chevrons, 1-21  
Chief of Staff Intent, STT, A-1  
Civil War, 1-11  
Post Civil War Era 1-14  
Colors and Color Guards,  
pages 2-20-- 2-21  
CSM Responsibility,  
pages 2-20-- 2-21  
Color Sergeant, pages 2-20-- 2-21  
Commander's Assessment, 4-42  
Command Sergeant Major and Sergeant  
Major, 2-59-- 2-61  
Command Authority, 2-22  
Command Responsibility, 2-16  
Command Sergeants Major Course  
(CSMC), 1-34  
Commissioned Officers Duties, 2-42  
(fig 2-5)  
Common Task Test Proficiency, C-7  
Congress, 1-19, 2-20, 2-27  
Connelly, SMA William, page 1-25  
Constitution, 1-50, 2-20, 2-28,  
Containment, 1-32  
Contemporary Ops Environment, 1-43,  
1-44, 1-45  
Continental Army, pages 1-1- 1-4  
Copeland, SMA Silas L., page B-2  
Corporal Titus, page 1-9

Counseling and Mentorship, 5-1  
Counseling 5-2  
Definition, 5-2  
Counseling Process, 5-9  
Four Stages, 5-9  
Counseling Session Example, pages  
5-13-- 5-15, 5-20  
Counseling Styles, 5-7  
Characteristics, 5-7 (fig 5-1)  
Courage, 1-57, 3-16, 5-6,  
Crew Drills, 4-41

## D

D-Day, 6 June 1944, 1-27  
Defense Activity for Non-Traditional  
Education Support (DANTES),  
1-71  
Deployment, The, page 3-16  
Developmental Counseling, 5-11--5- 21  
Types, 5-11  
Major Aspects of, fig 5-2  
Event Oriented, 5-12  
Counseling For Specific Instances,  
5-13  
Action Taken, 5-14  
Reception and Integration, 5-15  
Counseling Points, fig 5-3  
Crisis Counseling, 5-16  
Referral Counseling, 5-17, 5- 18  
Promotion Counseling, 5-19  
Adverse Separation Counseling,  
5-20  
Discipline, 3-33-- 3-38, page 3-15--3-16  
Douglass, Frederick, page 1-8  
Drills, 4-38--4-39  
Types, 4-39  
Duda, Staff Sergeant Michael, page 4-15  
Dunaway, SMA George W., page 3-12  
Duties of Commissioned Officers, 2-42  
(fig 2-5)  
Duties of NCOs (Von Steuben), 1-4,  
2-46 (fig 2-7)  
Duties of Warrant Officers, 2-46  
(fig 2-6)  
Duties, Responsibility, and Authority,  
2-5  
Duty, 2-6  
Types, 2-10  
Specified, 2-11

Directed, 2-12  
Implied, 2-13

## E

Enlisted Retirement, 1-19  
Education, 1-29, 1-34, 1-59, 1-60, 1-70,  
5-8,  
Equal Employment Opportunity, B-4  
Equal Opportunity, B-3  
Essential Soldier Task Proficiency,  
pages C-8  
Event Oriented Counseling, 5-12  
Examples, 5-12

## F

Fieldcraft Know, 3-13  
Field Manual 22-100, page 5-2  
Field Officer, 1-10  
First Sergeant Course (FSC), 1-34  
Floyd, Sergeant Charles, page xii  
Freed, MSG Douglas E., page B-6  
Full Spectrum Operations, 1-42

## G

Gammon, CSM Larry W., page 5-16  
Gass, Sergeant Patrick, page xii  
Gates, SMA, Julius W., page 3-18  
General Military Authority, 2-24  
Grenada, 1-36  
Gordon, Master Sergeant Gary I., page  
1-18  
Gulf War, The, 1-37

## H

Haiti, 1-39  
Hall, SMA Robert E., page 3-3  
Hayes, President Rutherford B., page  
1-7  
Hernandez, Corporal Rodolfo P., page  
1-25  
History of the NCO Creed, page F-5  
Hollingsworth, SGM Randolph S., page  
5-7

## I

Ia Drang Valley, 1-1  
Individual Responsibility, 2-18

Individual Training, 4-3  
Information Environment, 1-46  
Inspections and Corrections, 2-32-- 2-33  
Types, 2-34  
First Line Leaders, 2-33  
Intended and Unintended Consequences,  
3-39-- 3-42  
Internet Resources List, page D-1  
Institutional Training, 1-59- 1-64  
Integrated Army, 1-30

## J

Jones, Corporal Sandy E., page 4-6  
Jordan, Sergeant George, page 1-9

## K

Kidd, SMA Richard A., page 2-7  
Korea, 1-30  
Kosovo, 1-40  
Kuwait, 1-37

## L

La Voie, CSM J. F., page 2-19  
Lang Vei, page 1-15  
Leader Concerns in Training,  
4-33-- 4-34  
Leader Development Process, 1-59  
Three Pillars, 1-59  
Leader's Responsibility, 4-5  
Leader Book, C-1  
Example forms, pages C-6-- C-24  
Leaders' Role in Training, 4-15-- 4-16  
Exchange Information, 4-15  
Demand Soldiers Achieve Training  
Standards, 4-15  
Assess the Results in the AAR,  
4-15  
Planning, 4-17-- 4-21  
Short Range, 4-17  
Preparation, 4-22-- 4-27  
Execution, 4-28  
Standards, 4-32  
Leadership, 3-1  
First Line of, 3-2  
Learned, 3-4  
Attributes, 3-6  
Be, 3-7-- 3-9

Know, 3-10-- 3-19  
Do 3-20-- 3-32  
Leadership Positions, page 2-3  
Assuming, 2-1, (fig 2-1), 2-3  
(fig 2-2)  
Lever, CSM A. Frank III, pages 4-3,  
5-16  
Lewis and Clark Expedition, page xii  
Little Round Top, 1-1  
Littrell, CSM (USA Ret) Gary L., pages  
ix - xi  
Lowe, Percival, page 1-6  
Lundy's Lane, page xii

## M

Master Sergeant, 2-62  
McKinley, President William, page 1-7  
Medal of Honor, page xi  
Mentorship, 5-33  
Defined, 5-33  
Effective Mentor, 5-34  
Developmental Relationship, 5-35  
Development Model (fig 5-4)  
Sustain Mentorship, 5-37  
Characteristics, 5-38 (fig 5-5)  
Of Officers, 5-39  
Building of the Future, 5-40  
Military Life on the Frontier, 1-15  
Marriages, 1-16  
Barracks, 1-17  
Handbooks, 1-17  
Pay, 1-18  
Mission, Enemy, Terrain, Troops, and  
Time (METT-T), 4-39  
Mission Essential Task List (METL),  
4-3-- 4-6  
Battle Focus, 4-4  
Collective Task, 4-3  
Individual Training, 4-3  
Leader/Soldier Task Selection,  
4-10  
METL Crosswalk, 4-6  
METL Integration, 4-7  
Platoon, Squad Collective Task,  
4-8  
STP, MTP, SM, 4-12  
Planning, 4-17-- 4-21  
Short Range, 4-17  
Long Range, 4-17

Near Term Planning, 4-19  
Preparation, 4-22-- 4-27  
Training Assessment, 4-42  
Training Execution, 4-28  
Training Meetings, 4-18  
Battalion/Company, 4-18  
Platoon/Squad/Section, 4-19  
Training Preparation, 4-22-- 4-24  
Training Schedules, 4-20  
Approval, 4-20  
Signature, 4-20  
Task Approval Matrix, 4-12, (fig 4)  
Mize, Sergeant Ola L., page 1-14  
Mock, CSM George D., page 1-29  
Mogadishu, 1-1, page 1-18  
Monte Damiano, Italy, 1-27  
Morale, Welfare, and Recreation  
(MWR), page B-17  
Morrell, SMA Glen E., page 2-7  
Multiple Integrated Laser Engagement  
System (MILES), 4-23

## N

NCO  
Charge, page vii  
Creed, Back Cover  
Duties, 2-46 (fig 2-7)  
Education, 1-29, 1-34  
Education System (NCOES),  
1-60-- 1-64  
Evaluation Report (NCOER),  
5-26- 5-28  
History, 1-1  
Induction Ceremony Sample, F-1  
Manual, 1909, 1-20  
Mentorship of Officers, 5-39  
Primary Trainer Responsibility,  
4-30  
Professional Development, 1-59  
Reading List, page E-1  
Recognition, page 3-14  
Role in Training, 4-53  
Transition, page 1-32  
Vision, page viii  
NCO Ranks, 2-57-- 2-70  
Sergeant Major of the Army,  
2-57-- 2-58  
Command Sergeant Major and  
Sergeant Major, 2-59-- 2-61

First Sergeant and Master Sergeant, 2-62-- 2-64  
Platoon Sergeant and Sergeant First Class, 2-65-- 2-67  
Section, Squad and Team Leaders, 2-68-- 2-69  
NCO Ranks Insignia, 1-8-- 1-10  
Modern, 1-21  
NCO Support Channel, 2-50-- 2-56  
In Addition, 2-52  
Assist Chain of Command, 2-55  
NCO's Make It Happen, 4-29  
Noncommissioned, Commissioned, and Warrant Officer Relationship, 2-41-- 2-46  
Noncommissioned Officer Development Program (NCO DP), 1-67

## O

Omaha Beach, 1-1  
On The Spot Corrections, 2-35  
Guidelines, fig 2-3  
Steps, fig 2-4  
On The Spot Inspections, 2-38  
Steps, 2-38  
On The Spot Praise, 2-36  
Operation  
Allied Force, 1-40  
Anaconda, 1-41  
Desert Storm, 1-37  
Enduring Freedom, 1-41  
Just Cause, 1-36  
Restore Hope, 1-38  
Support Hope, 1-38  
Uphold Democracy, 1-39  
Urgent Fury, 1-36  
Operational Assignments, 1-59  
Opportunity Training, 4-37  
Otani, Staff Sergeant Kazuo, page 1-12  
Outpost Harry, page 1-14

## P

Panama, 1-36  
Park, Sergeant, page 2-13  
Performance and Professional Growth  
Counseling, 5-22  
Performance, 5-22-- 5-25  
Professional Growth, 5-29-- 5-32

Platoon Sergeant and Sergeant First Class, 2-65-- 2-67  
Primary Leadership Development Course (PLDC), 1-60  
Pre-Combat Checks (PCCs), 2-39  
Pre-Combat Inspections (PCIs), 2-39  
Pre-Execution Checks, 2-39  
Pritchett, CSM Cynthia A., pages 1-4, 5-17  
Pride, 3-33  
Professional Development Models (PDM), 1-71  
Purple Heart, 1-7  
Pusan Perimeter, page 1-3  
Putting It Together, 3-43-- 3-44

## Q

Quality Of Life Programs (QOL), B-11  
Army Sponsorship, B-12  
Better Opportunities For Single Soldiers (BOSS), B-13  
American Red Cross, B-14  
Army Community Service (ACS), B-15  
Morale, Welfare, and Recreation (MWR), B-16  
Family Readiness Groups (FRG), B-17  
Resources, B-17

## R

Regulations, 1-3, 1-16, 2-29  
Regulations for the Order and Discipline of Troops of the United States, 1-3  
Responsibility, 2-14-- 2-15  
Command, 2-16-- 2-17  
Individual, 2-18  
Realism, Training, 4-33  
Reading List, page E-1  
Recommended Professional Reading List for NCOs, page E-1  
Revolution, 1-3  
Risk Assessment, 4-35  
Assessment Card, pages C-22, C-23  
Rissler, Sergeant James R., page xiii  
Roberts, Sergeant Christine, page 1-20  
Rwanda, 1-1, 1-38

## S

Safety, 4-35  
Scholastic Assessment Test (SAT),  
1-71f  
Section, Squad and Team Leader,  
2-68-- 2- 69  
Selection of collective Task, 4-6  
Self-Development, 1-68- 1-69  
Education Activities to Support,  
1-70  
Self-awareness, 3-17  
Self-confidence, 3-16  
Senior NCO Responsibility in Training,  
4-1  
Serbia, 1-40  
Sergeant Audie Murphy Club, page 3-14  
Sergeant First Class, 2-66  
Sergeant Major, 2-61  
Sergeant Major of the Army, 1-33,  
2-57-- 2-58  
Sergeant Morales Club, page 3-14  
Sergeant's Time Training, 4-35,  
A-1-- A-5  
NCO Responsibilities, A-6-- A-8  
Do's and Don'ts, A-9  
A Technique, A-10-- A-16  
STT Books, A-15  
STT Equipment, A-16  
STT Timeline, A-17  
Supervisor's Sergeant's Time Book, A-  
11  
Shahi-Kot, page xiii  
Shinseki, GEN Eric K., pages 3-6, and  
A-1  
Shughart, Sergeant First Class Randall  
D., page 1-18  
Sjogren, Staff Sergeant John, page 1-13  
Somalia, 1-38  
Special Mention Positions, 2-47-- 2-49  
Platoon Sergeant, 2-47  
Squad, Section, and Team Leader,  
2-48  
St. Mihiel, 1-1  
Standard Army Training System  
(SATS), C-9  
Standards in Training, 4-32  
Sutherland, CSM Mary E., pages 3-8,  
4-12

## T

Tactics, Techniques and Procedures  
(TTP), 4-39  
Taliban, 1-41  
Team Building Stages, 3-31, page 3-13,  
(fig 3-2)  
Test of Adult Basic Education (TABE),  
1-71f  
Three Pillars of NCOPD, The, 1-59  
Tilley, SMA Jack L., pages viii, 1-22,  
2-22,  
Titus, Musician Corporal Calvin P.,  
page 1-9  
Training, page 4-1  
NCO's Role, 4-1  
Training Aids, Devices, Simulator and  
Simulations (TADSS), 4-23  
Training Assessment, 4-42  
Training Meetings, 4-48-- 4-53  
Battalion/Companies, 4-47  
Platoon, 4-48-- 4-51  
Training Preparation, 4-21  
Rehearse, 4-21  
Review, 4-21  
Transition Assistance Office (TAO), B-  
2  
Triple Nickles, (The 555th Parachute  
Infantry), page 4-10  
Tools, 4-42  
Troop Leading Procedures, 3-22  
Outline, pages C-18-- C-20  
Tuition Assistance (TA), 1-71e

## U

US Army Sergeants Major Course  
(USASMC), 1-64

## V

Valley Forge, 1-1  
Van Autreve, Fourth SMA Leon L. page  
2-5  
Vietnam, 1-32  
Von Steuben, Baron Friedrich, 1-3,  
1-20, 1-35, 5-1, F-10

## **W**

Walsh, Sergeant Patrick, page 1-11  
Warrior ethos, 1-58  
West, Clifford R., pages 2-8, 3-10  
Williams, CSM Anthony, pages 3-11,  
5-4

## **X - Y - Z**

Yugoslavia, 1-40